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ABSTRACT

The Office of University Library Management Studies (OMS) activities which are reviewed include providing member libraries with resources and services ranging from research and development programs to information collection and dissemination programs and training. In addition to conducting Management Skills Institutes and regional and special focus workshops, the OMS prepared and distributed three major publications on the topics of library use instruction, audiovisual materials for point-of-use library instruction, and library management issues in the 1970's. Two libraries completed the Management Review and Analysis Program and five surveys of member library practices were conducted by the Systems and Procedures Exchange Center (SPEC). The OMS also designed a Collection Analysis Procedure for research libraries, prepared a manual, and initiated three test library studies, as well as assisting the Council on Library Resources in testing the Academic Library Development Program at three demonstration libraries. A film on the issue of managerial leadership was acquired by the Management Training Film Program, which continued to make available resources for in-house library training programs. SPEC kits and flyers based on survey results are described, and a bibliography of OMS publications and related documentation is attached. (CWM)

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OFFICE OF UNIVERSITY LIBRARY MANAGEMENT STUDIES

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ASSOCIATION OF RESEARCH LIBRARIES

OFFICE OF UNIVERSITY LIBRARY MANAGEMENT STUDIES

SEVENTH ANNUAL REPORT

DECEMBER 1977

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I. INTRODUCTION

This report reviews the major activities of the ARL's Office of University Library Management Studies during 1977. The Office's work with member libraries underscored the challenges that continue to command the attention of research library directors. Some of these challenges, described in last year's annual report, are reviewed in the next section of this report.

During 1977 the Office provided member libraries with a range of resources and services encompassing programs of Research and Development, Information Collection and Dissemination, and Training. The highlights of these efforts included:

- Two libraries completed the Management Review and Analysis Program, bringing the number of MRAP participants to a total of 24 libraries. A complete list of MRAP study reports is available from the Office.

- The Office assisted the Council on Library Resources in testing the Academic Library Development Program (an assisted, self-study technique aimed at small and mid-sized academic libraries) at three demonstration libraries.

- The Office designed a Collection Analysis Procedure for research libraries, prepared a Manual, and initiated three test library studies.

- The Systems and Procedures Exchange Center (SPEC) conducted five surveys of member library practices, prepared nine SPEC Flyers and Kits, revised and reformatted a number of earlier Kits, responded to 4,087 requests for information, maintained 164 SPEC subscriptions for non-member libraries, and distributed over 10,000 copies of SPEC Flyers to ARL library staff members.

- The Office prepared and distributed three major publications on the topics of library use instruction, audiovisual materials for point-of-use library instruction, and library management issues in the 1970's.

- The Office conducted two Management Skills Institutes involving 73 library staff members.

- The Management Training Film Program acquired a film on the issue of managerial leadership and continued to make available resources for in-house library training programs.

- The Office staff participated in four regional workshops and designed a series of special focus workshops to be operated at member libraries on issues specified by the library.

II. RESEARCH LIBRARY MANAGEMENT CONCERNS

In examining the challenges facing research library management during recent years, the need for planned change emerges as an over-riding concern. But the initiation and facilitation of change in library organizations is restricted by external factors including shrinking purchasing power, federal and state legislative constraints, collective bargaining arrangements, and the ambiguity inherent in the state of rapidly advancing technology. Other constraints are internal factors such as staff apathy, large complex bibliographical structures and research collections, and traditional ways of operation. Given the rapid unplanned changes occurring in the library's environment, a critical management task is to provide leadership that better equips the library to understand and deal with these developments.

While ARL library directors have felt pressures and participated in the ongoing changes in their universities, there is some residual concern about the library's degree of influence in these events. University administrators to whom the directors report seem to change frequently, causing repetitive education efforts. In some instances, the library function can become obscured through organizational shifts or through the specialized and limited judgements of administrative assistants, faculty pressure groups, or legal advisors. In other cases, administrators with little knowledge of library operations and needs are pressuring for increased library accountability, which calls for directors to formulate and justify programs to conserve resources and focus them on priority needs.

Furthermore, ARL directors are confronting fundamental decisions that will greatly influence future library performance. Such decisions include closing the catalog, reallocating the library's materials budget, making full use of interinstitutional cooperation, or installing new automated circulation systems. The technical feasibility and economic justification of these kinds of changes are frequently straightforward; the dilemma is in implementing the action. These changes do not happen automatically--someone or something has to make them happen. At the same time, every significant management decision is visible and requires sensitivity to the political and organizational realities of the university. Because of this combination of external and internal pressures, many library managers are starting to see themselves as change agents rather than as library administrators in the traditional sense.

As change agents, directors are less directly involved with day-to-day planning and controlling and are spending more time representing library interests to external groups, particularly university top management. In addition they are delegating internal tasks, decision, and responsibilities much more than in the past. Their emphasis is now on monitoring, coordinating,

and facilitating library operations and the central concern is tuning the library into the changes and developments which occur in the environment. This has led to increased efforts to develop staff-wide awareness of these environmental pressures, needs, and developments so that fundamental library decisions and programs can both influence and respond to them.

In last year's annual report, the Office described five contemporary challenges facing library executives concerned with the process of planned change and library development: coping with financial pressures, improving collections management, influencing the external environment, clarifying library goals and priorities, and improving the management of human resources. During 1977, certain patterns of development emerged as ARL directors faced these challenges.

While budgets have remained generally stable, pressures for increased accountability have required libraries to do a better job of conserving resources and focusing them on priority needs. The majority of ARL libraries are finding it extremely difficult to maintain historical spending patterns. Many institutions have initiated major fund-raising programs to secure support from private donors and foundations, while others are investigating trends in library development in order to reconcile institutional aspirations with available resources. Library management also is pressing for improved data on performance and productivity that can help make resource allocation decisions and that can project the financial effects on the library of potential university policy changes. In the aggregate, financial pressures are forcing major changes in library operations, including expanded use of technology and collaborative arrangements, and strengthening of internal management processes.

Interest in better management of research library collections grew during 1977, according to an Office survey on current collections practices. Most members have undertaken or intend to undertake major efforts to strengthen their collection development programs. Under the a grant from the Mellon Foundation, the Office is designing a procedure for analyzing a research library's collection development program, and a pilot test of this procedure was started at three libraries (Massachusetts Institute of Technlogy, Arizona State University, and the University of California at Berkeley). Cornell University, Case Western Reserve University, and the University of Rochester have received grants to study and strengthen collections, and Berkeley and Stanford University are working together on a project to enhance mutual access to their collections. Within all of these projects, there is considerable interest in evaluating the effectiveness of collections. Meetings of collection development officers from large research libraries have focused on the issue of evaluation, and the Office currently is preparing a SPEC Kit documenting collection assessment projects and techniques at several ARL libraries.

Negotiating the relationship of the library to its environ-

ment continues to demand the attention of library directors. A key issue is the ability of library performance to change with conditions. This requires processes for gathering information on changes in the environment and applying it to library goals and organization. The Management Review and Analysis Program and the Collection Analysis Project are two processes research libraries are using to accomplish these goals. Some libraries have elected to rely chiefly on the role of the director within the university to interact effectively with the environment. Others have involved a spectrum of library staff in various university councils. The California State University system has established a coordinating officer to collect data on libraries and relate them to state-wide institutional needs. Overall, library directors are increasingly aware of the need for processes they can use in understanding, adapting to, and influencing their environment.

The relationship between the university's and the library's goals also is critical to successful operation of a research library. In part, this is a matter of ensuring goal congruence --that is, library managers must determine what the university needs and be willing to support and formulate library programs accordingly. The recognition that poorly defined or overly broad objectives can prevent an organization from focusing its resources on priority needs has led to efforts at clarifying and formalizing library goals and objectives.

In the area of management of human resources, the need to develop and maintain technically skilled and organizationally committed staff has led management to pay increased attention to training efforts, staff development programs, and innovative rewards systems. Several ARL libraries have staff development officers, and many more operate active staff development committees. These individuals and groups have moved beyond the traditional emphasis on such activities as administering travel funds to the more important tasks of identifying organizational needs and designing or contracting for training programs to develop needed skills among existing staff. These programs range from training in supervisory communications skills, performance appraisal, and goal setting to specific skills training for support staff. In addition, an increasing number of libraries have moved from rigidly hierarchical rewards systems toward classification schemes which recognize and reward technical and professional expertise and performance. This is allowing staff to develop and advance in areas other than administration.

In each of these areas, and in the role of the library director generally, the process of change itself is taking on as much importance as the issues. The ways in which library directors introduce new directions and implement change will be the commanding theme of the next few years. While library directors are willing to change, the processes, technology, and skills available for initiating and management change are limited. Expertise in dealing with libraries as large complex social systems is lacking and in many instances staffs seem to know more about resisting and preventing change than in engaging and facilitating development. Planned library change requires effort, imagination, leadership, and resources.

III. PROGRAM ACTIVITIES OF THE ARL OFFICE OF UNIVERSITY LIBRARY MANAGEMENT STUDIES (OMS) IN 1977

Since its inception in 1970 the Office's programs have emphasized the investigation of managerial concerns of research libraries and the development of resources and services that assist these large organizations to improve performance. The core programs of the Office are: applied research and development, information collection and dissemination, organizational training, and consultation. The OMS program activities during 1977 are noted below.

A. THE OFFICE PROGRAM OF APPLIED RESEARCH AND DEVELOPMENT

This program includes the identification of library issues requiring study, the development of means of dealing with library problems, and the design of management processes that will lead to overall library performance improvement. Current projects operated as developmental activities include: the Management Review and Analysis Program, the Academic Library Development Program, and the Collection Analysis Project.

1. The Management Review and Analysis Program (MRAP)

The OMS continues to make available the resources needed for this assisted self-study of library management functions. During 1977, the OMS worked with the application of the program at the Johns Hopkins University Library, the National Oceanic and Atmospheric Agency Library (NOAA), the University of Oklahoma Libraries, and the University of Southern Illinois at Edwardsville Library. The first two libraries completed the study report and began implementing the results of the study during the year. The latter two libraries began the study in the Fall, and the Office will provide resources and assistance for the completion of the program in the next year.

Completed MRAP study reports from 24 previous participants are available from the OMS.

An assessment of the impact of MRAP at participating libraries was completed under a separately funded project at the Pennsylvania State University Libraries. The study was funded by the Council on Library Resources and directed by Edward Johnson and Stuart Mann. The study determined that the overall effect of MRAP was worthwhile and successful as perceived by the library directors, managers and staff. The full report will be published shortly by the authors.

2. The Academic Library Development Program (ALDP)

The Academic Library Development Program applies the OMS's experience in operating the Management Review and Analysis Program to the design and operation of a focused self-study procedure for small and mid-sized academic libraries. The ALDP is sponsored by the Council on Library Resources, Inc., and ARL has agreed to release a limited amount of the time of the OMS Director to assist in its development. Dr. Grady Morein has been retained by the Council to direct the ALDP. During the current year, three studies were initiated to test and further develop the ALDP operating manual. The libraries at Carnegie-Mellon University, Drew University, and the University of Wisconsin/Parkside received grants from the Council to complete this work.

3. The Collection Analysis Project (CAP)

The Collection Analysis Project (CAP) operates under a $110,000 grant from the Andrew W. Mellon Foundation. The purpose of this project is to design and test a study procedure that individual research libraries can use to examine and document their collection policies, program, and operating practices. During the year the OMS staff drafted a study manual which provides the framework for a six to nine month self-study covering a general review of environmental factors influencing the development of collections as well as detailed examination of internal practices of materials funds allocation, organization, staffing, materials selection, collection assessment, resource sharing, and preservation.

Pilot studies were initiated during the year to test and refine the CAP manual. The libraries at Massachusetts Institute of Technology, Arizona State University, and the University of California at Berkeley agreed to work with the OMS in the pilot testing of the program. These libraries were selected because they represent the wide range of member library characteristics including: an emerging and rapidly growing research collection, a decentralized and technically oriented collection, and an established, comprehensive research collection.

The pilot study phase of the OMS Collection Analysis Project has reached the half-way point at the M.I.T. and Arizona State University Libraries. The study teams at these libraries have completed their Interim Reports, which discuss environmental factors influencing collection development, the historical development of their collections, and collection objectives. Copies of these reports are available from the OMS. Task forces at these institutions are now investigating their libraries' collection assessment procedures, preservation programs, resource-sharing techniques, materials' budget allocation procedures, and the organization and staffing of collection activities. Final reports are expected in March 1978.

The University of California at Berkeley, the third pilot study site, initiated its project in November and is now proceeding through the first phase with its study team. The interim report from this study is scheduled for completion by March 1978.

It is expected that the results of these pilot studies will be evaluated by the Collection Analysis Program Advisory Committee and that the Office will consider options for making the study procedure available to members on a continuing basis.

B. THE OFFICE PROGRAM OF INFORMATION COLLECTION AND DISSEMINATION

The purpose of OMS activities in this area is to secure and make available information on research library practices which might stimulate improvement in research library operation and management. The program operates an information clearinghouse and issues publications.

1. The Systems and Procedures Exchange Center (SPEC)

SPEC is an information clearinghouse for ARL member libraries which provides a cooperative approach to sharing ideas and experiences in a formal, systematic fashion. Over the past four years, SPEC has developed a number of approaches to dissemination of documentation from member libraries, its own analyses of these materials, and other information services. Because the expanding information in the SPEC files is useful to other types of libraries as well, there are now 161 non-ARL subscribers to SPEC publications and services. The key accomplishments of SPEC during 1977 in each of its major endeavors are noted below.

The initial step in operating the clearinghouse is securing up-to-date information on library operations. To do this the Office designs surveys and seeks help from liaisons in each ARL library to secure relevant documentation. The following surveys were carried out the SPEC Office during 1977:

Collection Analysis (nine parts--in conjunction with Collection Analysis Project)

Book Theft Detection Systems and Prevention Procedures

Technical Skills Training

Integration of Nonprint Media (by phone)

Determining Indirect Costs (by phone)

In addition, the SPEC coordinator collaborated with Olin Library at Cornell in analyzing its survey of remote storage activities.

The SPEC Kits and Flyers are based on the results of these surveys and include data and documentation from member libraries that illustrate effective current practices. Nine Kits and Flyers were issued in 1977:

Allocation of Resources in Academic Libraries (No. 31) summarizes the results of a recent survey of ARL members, and discusses strategies for coping with reduced budgets, organizational procedures for resource allocation, impact of current allocation decisions, and future needs and trends. The Kit contains 10 documents totaling 100 pages.

Preparation and Presentation of the Library Budget (No. 32) reports that most of the 68 ARL members who responded to a survey use more than one budget format, and that three-quarters utilize an administrative council, department heads, or a representative committee as consultants during budget preparation. The Kit contains 15 documents (150 pages) that include samples of budget process outlines, budget instructions, committee materials, budget presentation and support data, and budget plans.

Integration of Nonprint Media (No. 33) is the result of a phone survey of 27 ARL member libraries. The Flyer notes that the nature of the institution appears to be a major determinant in the development of nonprint media programs, with the strongest collections occurring at universities whose missions are directed more toward instruction than research. The Kit contains 17 documents (108 pages) describing media programs and services, acquisition and processing policies, and budget request and planning activities.

Determining Indirect Cost Rates in Research Libraries (No. 34) points out that universities and libraries are searching for accounting procedures that will allow them to recover equitably the indirect costs incurred during federally-sponsored research. Because federal regulations on indirect costs frequently change, because various agencies interpret existing regulations differently, and because salient parties do not accept the reliability of use studies (which document the costs to libraries associated with federally-sponsored research), most efforts to determine library indirect cost rates have been complicated, inconclusive, and confusing. The Kit contains samples of library cost studies and user surveys, accounting worksheets, and other documents that reflect current methods for determining indirect costs.

Preservation of Library Materials (No. 35) highlights the growing recognition by member libraries of the need for a codified preservation program at the local, regional, and national levels. Poor paper quality, high costs of rebinding and microfilming, and a growing need for better environmental controls all contribute to a situation that requires extensive comprehensive planning. The Kit includes 14 documents from member libraries (85 pages) that provide information on the National Preservation Program, binding specifications, local preservation programs, and planning for binding requirements.

Allocation of Materials Funds in Academic Libraries (No. 36) points out that libraries are questioning traditional materials funds allocation methods and moving toward the ongoing review of collections as they relate to changing university instructional and research programs. The Flyer also discusses criteria for allocation of materials funds, and the allocation decision-making process. The Kit's 16 documents deal with the decision-making process, statistics and criteria, the use of a formula, and general background information.

Theft Detection and Prevention in Academic Libraries (No. 37) reports on ARL members' solutions to the problems of theft and mutilation and presents the results of a survey of the 105 ARL libraries conducted in the summer. The Flyer discusses factors to consider in selecting an electronic security system (ESS), strengths and weaknesses of an ESS, alternative methods of theft prevention, and future trends and issues. The Kit contains materials dealing with planning for an ESS, implementing and evaluating an ESS, user education, and policies and procedures for theft prevention.

Collection Development Policies (No. 38) discusses general survey results including purposes for collection development policies, pros and cons of such policies, policy statements for selected areas, and future trends. The accompanying 109 page Kit contains two library documents on planning, and nine documents illustrating ARL members' collection development policies.

Remote Storage in ARL Libraries (No. 39) provides documentation and discussion concerning remote and compact storage policies, based on a 1977 survey of ARL members conducted by Cornell University's Olin Library. Although national or regional storage and deposit facilities offer some home for retention of selected materials, it appears that, for the most part, individual research and academic libraries have had to develop their own storage facilities. Remote storage usually is considered only part of the solution to the space crunch, in addition to microfilming, increased use of interlibrary loan, and weeding. Accompanying the two page informational SPEC Flyer is a 112 page Kit, which contains preliminary results from the Cornell Survey, sample survey responses, and library documentation on planning and procedures.

Based on user evaluation and staff analysis, OMS is refining and expanding its SPEC materials and services. In addition to publishing new titles, the Systems and Procedures Exchange Center has recently reformatted and updated previous SPEC Kits. To date, SPEC has added a limited amount of updated material to three Kits and has furnished an additional three with extensive new material. It has also added covers and tables of contents to ten previously published Kits. A list of the more extensively revised Kits, as of December 1977, appears below.

Revisions Made	Kit No.	Kit Title
Extensive New Material	# 1	Organization Charts
Extensive New Material	# 3	Personnel Organization
Some New Material	# 6	Friends of the Library
Extensive New Material	#17	Library Instruction
Some New Material	#29	Systems Function
Some New Material	#30	Support Staff

To increase the usefulness of SPEC files, they were reorganized to be accessible by major subject area, rather than by institution name. This reorganization has resulted in faster and more complete information searches by staff members and by on-site users.

During the year the Center responded to 4,087 requests for information, including 2,773 orders for SPEC Kits and 1,201 orders for other publications; maintained 164 SPEC subscriptions; and maintained SPEC files for use by ARL members, SPEC subscribers, and individuals performing library research. In addition, 2,019 major publications were mailed to member libraries, and 10,000 copies of the SPEC Flyer were distributed to ARL library staff and directors.

2. Major OMS Publications Developed in 1976

In addition to the clearinghouse activities, the Office also develops special publications that are generally derived from the research and development projects. Two continuing publication series are maintained: the ARL Management Supplements, which are state-of-the-art reviews in selected areas, and the OMS Occasional Papers, which present models or improved approaches to important management concerns. During 1977 three major publications were issued:

Library Management in the 1970's: Summary of Issues and Selected Bibliography (16pp.) is a selective guide to library management literature which includes discussions and annotated bibliographies on the following subjects: Management of Human Resources, Administrative Systems and Procedures, Research Development, and Organizational Change.

Library Use Instruction in Academic and Research Libraries (ARL Management Supplement V.5, N.1, September 1977) provides an indepth examination of library instruction programs at a variety of universities across the country. In examining the state-of-the-art, the supplement emphasizes program implementation, administrative issues, cooperative efforts, unmet needs, and current developments and uses of instruction.

ARL Member Libraries Using Audiovisual Materials for Point-of-Use Library Instruction (17pp., September 1977) is a listing created in response to ARL members' interests expressed at the Spring 1977 Association meeting in San Diego. The listing and an appendix of additional information will be updated periodically.

In addition, three articles about SPEC were prepared: for American Libraries (published November 1977), for Information's Organization Profile and for the (LAD) Library Administration Division Newsletter.

C. THE OFFICE PROGRAM OF ORGANIZATIONAL TRAINING AND STAFF DEVELOPMENT

The OMS Training Program fosters more effective library management through the acquisition of required knowledge and skills by library staff. The OMS operates management workshops and institutes, selects and makes available training films, works with individual libraries in operating specified training activities, and designs training programs. The training program conducted the following activities during 1977.

1. Management Skills Institutes

The Office operated two Management Skills Institutes during 1977. Each institute aimed at providing an intensive, personal learning event relating to skills needed to improve supervisory and managerial effectiveness. The format of the institutes centered on identifying and specifying individual concerns and then, in a laboratory setting, providing resources that facilitate progress on the resolution of these concerns.

The first institute in 1977 was conducted at Kansas City during August and was attended by 31 librarians. The second institute was held at Columbia, Maryland in November and was attended by 42 librarians. Evaluations of each institute were completed by participants and are available from the Office.

2. Training Project at McGill University Libraries

The McGill Training Project was continued with an organizational needs assessment of the Undergraduate Library on November 29 - 30. The results of this assessment will be reviewed for possible additional organizational development or training needs in early 1978.

3. Training Film Resources Program

The OMS screens and selects training films to make them available to member libraries maintaining in-house training programs. In addition, the Office designs training materials that facilitate the use of these films in libraries. To date seven films have been acquired and the supporting materials prepared. During 1977, 48 films were screened. The film "Leadership: Style or Circumstance" was added to this collection. Based on Fred E. Fiedler's research, the film illustrates the notion that effective leadership is not so much the function of any one management style as it is the result of matching the right style to the right job at the right time. The film is based on documentary footage of two actual administrators, one a relationship-oriented leader and the other a task-oriented leader. The two executives, with entirely different approaches to leadership, are equally effective in their jobs. Fiedler appears in short interviews to explain his theory, called "Situational" or "Contingency" management, and to account for the apparent discrepancy.

This program is available to ARL libraries willing to share film acquisition costs. Thirty libraries have contributed $250 each to participate, and the films have been used in 117 training programs.

4. Workshops

OMS staff regularly operate or participate in one or two-day workshops that are intended either to review OMS program activities or to provide an introduction to management concepts. During 1977, OMS staff participated in:

Princeton, Problem Identification/Problem-Solving Workshop, May 22 - 25.

MRAP Workshop at Ball State University Library, April 1, 1977.

Federal Library Committee, Management Workshop, April 27 - 28.

ALA, Committee of Staff Development Officers in Large Research Libraries, Workshop on Staff Development Needs Assessment, January, 1977.

In addition, a new program of special focus workshops was designed and tested during the year. These special focus workshops are joint efforts between libraries identifying a specific training need and OMS staff designing and operating a training program that meets the limited goals within a two-day period.

The first workshop, a test of this concept, was conducted on November 3 - 4 at the SUNY, Binghamton Library. The workshop was devoted to basic supervisory skills for the library's middle managers.

D. OTHER OFFICE ACTIVITIES

During the year the Office strengthened its staffing and advisory relationships. Ms. Deanna Marcum, former assistant director of libraries at Joint University Libraries, was appointed to the new position of Training Program Coordinator on March 1, 1977. This position was established with funds provided by the Mellon grant, noted earlier, and will be directed toward furthering the Office's training program.

Ms. Maxine Sitts was appointed SPEC Coordinator on March 28, 1977. Ms. Sitts, who replaces Nancy Zeidner, was formerly publications director at the ERIC Clearinghouse on Information Resources at Stanford University.

Two new advisory groups to work with Office staff were established during the year. The Collection Analysis Project Advisory Committee was set up to aid in the development of the CAP, and to evaluate the pilot studies. The committee includes Charles Churchwell, Jean Boyer Hamlin, Sheila Dowd, Allan Taylor, Jim Henderson, Richard DeGennaro, and Harry Dell.

The second group, the Office of Management Studies Advisory Committee, provides broad-based guidance and advice in defining programs and plans of the Office. This committee is made up of Page Ackerman, Louis Martin, William Studer, and Frank Grisham.

The staff of the Office extends a special thank you to Dr. Fred Cole, who retired as President of the Council of Library Resources at the end of 1977. His advice, counsel and support have been important factors in the progress of the Office and indeed, his interest in the development of library manag[illegible]t has made [illegible]ssible the program accomplishments of the Offi[illegible]

IV. OFFICE PRIORITIES FOR 1978

The design and operation of strategies for improving libraries continues as a principle program interest of the Office. Research libraries need a complete set of tools to improve library performance. The Management Review and Analysis Program is one technique concentrating on assisted management self-study available to member libraries, and implementation assistance to past participants will continue to be provided. In 1978 two libraries are participating in MRAP (the University of Oklahoma and the University of Southern Illinois at Edwardsville).

The design of the Collection An[illegible]ysis Proc[illegible]re will be a major research and development pro[illegible]m priorit[illegible]f the Office in the next year. In 1978 the three CAP pilot t[illegible]s at Arizona State University, M.I.T. and University of Calif[illegible]a/Berkeley will be completed and the project's Advisory Committee will evaluate their results. Future options for the use of this program will be considered.

The Academic Library Development Program, a project sponsored by the Council on Library Resources, will secure the continued assistance of OMS staff. This program is completing a series of demonstration studies at Drew University, the University of Wisconsin at Parkside, and Carnegie Mellon University. Following these studies options for future operation of the program will be determined.

In addition to these developmental activities, the Office will expand the current level of activity of our Information Clearinghouse. The Systems and Procedures Exchange Center (SPEC) expects to conduct three to four surveys, issue 10 Kits and Flyers, and publish three major papers. The Center will also develop three resource notebooks under a new grant from the Wilson Foundation. The notebooks will bring together MRAP reports, SPEC documents and other relevant data to form problem-solving tools. The Center will also maintain its indiv[illegible]alized question answering, reference, and survey services to memb[illegible]

In 1978 the Training Program will conduct three Management Skills Institutes (Chicago in May, Washington in July, and Boston in November), provide on-demand special focus workshops, operate a management film program, and coordinate a series of technical workshops for ARL Directors at the May 1978 Membership Meeting. In addition, foundation funding will be sought to support a series of self-administered training packages.

An important priority for 1978 involves the financial support for future Office programs. The Office is in the third year of operating under the current grant from the Council on Library Resources. This grant provides roughly one-third of the OMS budget. Cost recovery activities and other small grants cover about 40% of the budget. The ARL directly supports about 20% of the Office's budget. In the future, this pattern of financial support will be examined to assure continuity of Office programs. The recently established ARL Office of University Library Management Studies Advisory Committee will assist the staff in designing a strategy for meeting future budgetary needs of the Office.

Duane E. Webster
Director

Deanna B. Marcum
Training Program Coordinator

Jeffrey J. Gardner
Management Research
Specialist

Maxine K. Sitts
SPEC Coordinator

(APPENDIX A) - Attachment 1

BIBLIOGRAPHY OF OFFICE OF UNIVERSITY LIBRARY MANAGEMENT STUDIES PUBLICATIONS AND RELATED DOCUMENTATION IN 1977

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